

~~CONFIDENTIAL~~  
18 June 1951

MEMORANDUM FOR: Deputy Director (Administration)

FROM: Advisor for Management

SUBJECT: Interim Progress Report of Study of the Personnel Office.

1. Attached as TAB A is a summary of recommendations informally proposed by Management Analysis Office personnel to officials of the Personnel Office and the Inspection and Security Office.

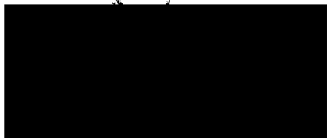
2. Attached as TAB B is a statement of Chief of Procurement Division of steps he has independently taken to improve procurement activities with our marginal comments.

3. The Personnel Studies and Procedures Staff of the Personnel Office is presently engaged in a study of the Overt Placement Division. This study has resulted in simplification of processing procedures for clerical employees. (See TAB C).

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NO CHANGE in Class. ☐  
☒ DECLASSIFIED  
Class. CHANGED TO: TS S C  
DDA Memo, 4 Apr 77  
Auth: DBA REG, 77/1763  
Date: 22/08/78 By: 008

TAB A

**SPECIFIC RECOMMENDATIONS  
INFORMALLY PROPOSED BY MANAGEMENT ANALYSIS STAFF  
FOR IMPROVEMENT OF PERSONNEL PROGRAM**

RECOMMENDATION	ACTION
1. Utilize presently employed Agency personnel on two to three month detail for field procurement to speed up operation pending recruitment and EOD of permanently-assigned recruitment officers.	Being seriously considered by Deputy Personnel Director.
2. Utilize junior management assistant and junior professional assistant registers of Civil Service Commission for the recruitment of recruitment officers.	These lists have been tentatively explored, but will be more carefully considered.
3. Solicit the assistance of all Agency personnel for referral of names of prospective applicants. Develop a procedure whereby continuous referrals of prospective applicants will be received by Personnel from Agency employees.	Enthusiastically accepted. Plans for an Agency contest with awards being developed for top-side approval.
4. Decentralize both Personnel and Security operations relating to recruitment and security clearance of clerical and junior professional personnel to field offices. Develop procedures whereby such personnel are completely security-cleared and EOD at designated field points. This will require close contact between personnel and security people in field offices. The only record required in Washington would be the name submitted at the time the security clearance is initiated in the field.	Discussions indicated need for a trial run in one field office - probably Chicago - dealing only with clerical applicants to develop and to purify procedures prior to expansion of plan to other areas. Not discussed with Inspection and Security Office as yet.
5. Explore possibility of paying travel expenses for employed candidates who may EOD in field offices to their Washington jobs.	Being considered.
6. Develop sales literature to be left behind with each field contact for distribution by such contact to likely candidates he finds after recruiter has left.	Accepted
7. Extend field clerical recruitment West and cut-back activity on the Eastern seaboard as this area is overworked.	Agreed
8. Direct planning effort toward wholesale exploitation of new areas which will yield large	This is the concept under which which Procurement Division intends

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results rather than recanvassing area already covered.

to operate. The need for better planning is recognized.

9. Develop a program for clerical recruitment to be sponsored under the aegis of state teachers' colleges specializing in commercial education working through graduates of those schools. For example, [REDACTED]

Being seriously considered. Plan will require considerable development.

[REDACTED] graduates over 100 commercial teachers each year. For a five year period we have approximately 500 teachers in schools throughout [REDACTED]. If the average of graduates of each teacher is 50 commercial majors per year, each knows of 250 prospective employees, 500 teachers each with 250 prospects gives us 125,000 possibilities in one area. If we can siphon off only one per cent of this potential we would have 1,250 clerical employees. It should be possible to exploit one such area fairly extensively in a three month period if the teachers are persuaded to work with us. Practically each state has a state teachers college. Much of the initial work can be done by letter if properly planned. Also we recruit some of the teachers indirectly.

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10. Utilize resources of nationally organized [REDACTED] for secretaries and professional women.

Accepted.

11. Utilize, on a consulting basis, educational or civic leaders who have a wide acquaintanceship in an area as recruiters for clericals and junior professionals in the same manner they are being utilized for executive recruitment.

Being considered.

12. Develop specific written criteria for recruiters to enable them to judge both the professional and security qualifications required by the Agency.

Recruiters feel need for this. Being considered.

13. Simplify and purify procedures for compiling list of vacancies to ensure accuracy of the listing. Personnel should be conversant with all T/O changes and take initiative in getting requisitions for the new jobs.

Agreed

14. Simplify the interview report form to cause minimum of work for the recruiter. For clerical and junior professional a series of checks in appropriate boxes should suffice.

Agreed, in part; usefulness of a checklist is questioned.

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15. Develop standard job sheets for each position in the Agency containing sufficient detail to describe jobs to the satisfaction of personnel procurement people. Eliminate existing job requisitions. Establish machinery which will cause personnel procurement to automatically recruit for an existing vacancy unless notified not to fill it.

Under study.

16. Examine procedure for overseas travel in order to reduce time-lag and procedural complexity and in order to permit all operational flexibility without administrative obstacles.

Under study.

17. Extend security clearance punch card file to provide periodic status reports on security processing.

Procedures developed and currently being installed.

18. Develop appropriate number of copies of Personal History Statement to expedite processing of security cases.

Procedures developed and installed to permit photostating of additional copies immediately upon receipt and prompt transfer thereafter to Inspection and Security.

19. Develop machine methods for positive control of individual cases during security processing.

New Security Request Form to be initiated by operating offices is now in use. All procedures in Personnel and Inspection and Security relative to this proposal have been developed and installed.

20. Utilize the basic personnel records and file system, developed by Bureau of Budget and Civil Service Commission, to the fullest extent possible. e.g. a combined form for Recruitment Request (37-8); Request for Personnel Action (37-3 and 37-1) and combination of employee service record cards with position inventory.

Being considered for implementation by Personnel Studies and Procedures Staff.

21. Eliminate and reduce duplication in processing and control.

Under Study and immediate action being taken by Personnel Studies and Procedures Staff. (See TAB C).

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RECOMMENDATION

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22. Extend recruitment office hours in Washington by staggered hours for personnel interviewing walk-in applicants. Time schedule all walk-in interviews so an applicant can make an appointment during his lunch hour and be assured he will not have to wait.

Being considered.

23. Examine all procedures pertaining to transactions and records for obtaining maximum productivity.

Under study.

24. Examine personnel work being done in operating offices and effect procedural improvement.

Under study.

25. Examine delegations of personnel authorities to field stations in order to simplify procedures and reduce time-lag.

Under study.

26. Replace the biographical data forms now being used with multilith mats. This will eliminate the typing of two sets of forms in order to obtain twelve legible copies.

The mats will be ready for use by Inspection and Security in approximately ten days.

27. Transfer a multilith machine from the Reproduction Division, Administrative Services Office, to Special Security Division of Inspection and Security for use in reproducing covert and overt name check mats and sensitive material for dissemination to Agents.

This machine is now ready for delivery to Inspection and Security.

28. Study the procedures being followed in the Security Division and the Special Security Division of Inspection and Security for the administrative and statistical control of open cases to effect simplification, standardisation and possible use of more efficient office equipment and machine methods.

Under Study.

*Wgmt Copy*

*TAB B*

14 June 1951

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Chief, Personnel Procurement

Accomplishments - Personnel Procurement Division  
28 May to 15 June

In accordance with your request to [REDACTED] on 14 June 1951, there follows a list of significant management actions taken by this division during the period indicated.

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A. The organizational structure of Personnel Procurement Division has been completely revamped in accordance with the recommendations contained in the survey of this Division by [REDACTED]. The new organizational structure is set forth in Personnel Procurement Division Memorandum - 6-51, 2 June 1951.

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B. A staffing plan for the revised organization has been developed and submitted to the Personnel Director for approval.

C. A training program for new Recruitment Officers has been formulated and applied in the case of the three newest additions to the Personnel Procurement Division staff. This program covers all major areas of interest to a new Recruitment Officer and is expected to assist them greatly in assimilating rapidly the responsibility encumbered upon them and the most acceptable means by which these responsibilities will be accomplished.

D. A procedure has been developed covering the processing of new applicant files - Personnel Procurement Division Memorandum - 11-51, 8 June 1951 which is designed to expedite the processing of new files within the Agency.

E. A procedure has been developed - Personnel Procurement Division Memorandum - 11-51, 11 June 1951 to insure that Agency employees who suggest possible new hires will be advised the outcome of the case.

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F. In conjunction with [REDACTED] a statement of policy and procedure has been developed - Personnel Procurement Division Memorandum - 14-51, 14 June 1951 which covers the methods by which testing in the field of new applicants is accomplished and the procedures by which the necessary supplies are obtained.

A number of Management projects are under consideration and in process of being developed covering such items as reports to be rendered by field recruitment officers, procedures and handling of Reports of Interview and Reports of Contact etc. As these are developed, copies will be furnished the Advisor for Management.

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